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## **Ford Announces Next Phase of European Strategy: New Strategic Partnership, Product Offensive, and Call for Policy Alignment**

- Ford outlines next phase in path to building a sustainably profitable business in Europe anchored by two pillars – defending leadership with Ford Pro commercial vehicles and services, and a new lineup of electrified passenger vehicles
- A new strategic partnership with Renault Group combines industrial scale with Ford's distinctive design to deliver

- affordable, innovative EVs
- A new generation of multi-energy vehicles will arrive starting in 2028, featuring unmistakable Ford driving dynamics and digital experiences
- Ford calls on European policymakers to align CO2 targets with market realities to ensure a successful and sustainable industrial transition

**COLOGNE, Germany – December 9, 2025** – Ford today announced the next phase of its European transformation, reinforcing its commitment to the region for both retail and commercial customers with a strategy focused on agility, cost efficiency, and a sharpened brand promise.

Ford's strategy for Europe is built on three pillars – further strengthening its successful Ford Pro commercial vehicle division, expanding the Ford passenger car range with distinctive new vehicles, and optimising its industrial system to drive scale and cost efficiencies.

Building towards a sustainably profitable business in Europe, Ford's next chapter will see a new product offensive driven by the introduction of new multi-energy, affordable cars and commercial vehicles designed to support customer choice on their journey to electrification and boost the company's competitiveness in an aggressive market. The planned new vehicles will enhance Ford's existing product range and are expected to arrive in showrooms in 2028.

“As an American company, we see Europe as the frontline in the global transformation of our industry,” said Jim Farley, president and CEO of Ford Motor Company. “How we compete here -- how we innovate, partner, and invest -- will write the playbook for the next generation. We are committed to a vibrant future in Europe, but that future requires us to move with greater speed and efficiency than ever before.”

Ford today announced a strategic partnership\* with Renault Group as a first step to accelerate this plan. The partnership includes:

- **Passenger Vehicles:** An agreement to jointly develop two Ford-branded electric vehicles on Renault's Ampere platform, arriving in showrooms in 2028. While leveraging shared architecture for efficiency, Ford will lead the design and driving dynamics to

- ensure these vehicles are distinctly Ford.
- **Commercial Vehicles:** A Letter of Intent (LOI) to explore the joint development and manufacture of Ford and Renault branded light commercial vehicles, leveraging common platforms to drive industrial scale.

The partnership combines the expertise, industrial scale and supply base of two major brands, delivering the efficiency and manufacturing scale needed to compete in a highly dynamic region.

“Our plan is about unleashing the Blue Oval,” [said Jim Baumbick](#), president, Ford Europe. “We are leveraging strategic partnerships to ensure competitiveness, but we are obsessing over the product. These will be fun-to-drive, fully connected vehicles that stand out from the crowd.”

### **Harnessing data to drive productivity for commercial customers**

Ford Pro continues to be the engine of the company’s European business. The division is moving beyond hardware to offer a comprehensive ecosystem of software and services. By turning billions of vehicle data points into actionable intelligence, the Ford Liive Uptime system delivered an estimated 820,000 additional days of vehicle uptime to European businesses in 2024 alone.

### **Building on a history of partnerships, optimizing Ford’s industrial footprint**

Today’s announcement with the Renault Group builds on Ford’s history of successful partnerships in Europe with Koç Holding and Volkswagen. We are leveraging partner platforms to develop products that are unmistakably Ford - affordable, innovative and highly differentiated.

Ford Otosan, our joint venture with Koç Holding is widely regarded as one of the most successful partnerships in the industry and is a significant value driver for our commercial vehicle business in Europe. Integrated with Ford’s European industrial footprint, Ford Otosan plants are supplied with electric drive units produced in Halewood, UK following a £380 million investment in the plant, and advanced engine technology from Ford’s Dagenham plant in the UK.

Our cooperation with Volkswagen is delivering significant contributions to strengthening both our commercial vehicle and passenger car businesses. Ford's current range of electric vehicles from the alliance are produced at its new Electric Vehicle Centre in Cologne, Germany.

At the same time, Ford is evolving its industrial operations in Europe, designed to support the shift to multi-energy vehicles and deliver customer choice. Ford's Valencia plant will continue to play a critical role in realizing Ford's plan for an enhanced passenger vehicle portfolio in Europe.

### **Ford Calls for Constructive Policy Alignment**

Ford's strategy for Europe is designed to navigate Europe's evolving CO2 emission regulations, providing customers with a range of affordable, multi-energy options during the transition to electrification. The current share of electric vehicles in Europe is steady at 16.1%, far below the required 25% of new vehicle registrations required to meet Europe's strict CO2 targets by 2025.

"We need to enable everyone to benefit from electrification and letting customers choose – whether that's fully electric or hybrid vehicles," said Jim Baumbick, president, Ford Europe. "It is about making the transition more attractive and more affordable for all consumers and businesses, stimulating demand rather than stifling it."

Ford proposes three steps to ensure a successful transition:

- 1. Align Targets with Reality.** We must align CO2 targets with actual market adoption and provide automakers with a realistic and reliable 10-year planning horizon. This includes giving consumers the option to drive hybrid vehicles for longer, bridging the gap rather than forcing a leap they aren't ready to take.
- 2. Incentivize the Transition.** European manufacturers have invested hundreds of billions in EVs. Governments must match that commitment with consistent purchase incentives and a charging infrastructure that extends beyond wealthy urban centres into the rural heartland.
- 3. Support the Working Economy.** The current approach to commercial

vehicles is an economic tax on the backbone of Europe. Only 8% of new vans are electric. These vehicles are tools for plumbers, florists, and builders. Aggressive CO2 targets on commercial vehicles unfairly penalize the small and medium-sized businesses that generate more than 50% of Europe's GDP.

*\* "Partnership" refers to the general cooperation between the parties and does not mean legal entity structure of partnership, financial or legal risk sharing*

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## About Ford Motor Company

*Ford Motor Company (NYSE: F) is a global company based in Dearborn, Michigan, committed to helping build a better world, where every person is free to move and pursue their dreams. The company's Ford+ plan for growth and value creation combines existing strengths, new capabilities and always-on relationships with customers to enrich experiences for customers and deepen their loyalty. Ford develops and delivers innovative, must-have Ford trucks, sport utility vehicles, commercial vans and cars and Lincoln luxury vehicles, along with connected services. The company offers freedom of choice through three customer-centered business segments: Ford Blue, engineering iconic gas-powered and hybrid vehicles; Ford Model e, inventing breakthrough electric vehicles along with embedded software that defines always-on digital experiences for all customers; and Ford Pro, helping commercial customers transform and expand their businesses with vehicles and services tailored to their needs. Additionally, Ford provides financial services through Ford Motor Credit Company. Ford employs about 170,000 people worldwide. More information about the company and its products and services is available at [corporate.ford.com](https://corporate.ford.com).*

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**Ford**, a global American brand woven into the fabric of Europe for more than 100 years, is committed to freedom of movement that goes hand-in-hand with looking after the planet and each other. The company's Ford+ plan, with Model e, Ford Pro and the Ford Blue business units is accelerating its European transformation to an all-electric and carbon neutral future by 2035. The company is driving forward with bold, new EVs, each one designed with European drivers in mind and innovating with services to help people connect, communities grow, and businesses thrive. Selling and servicing Ford vehicles in 50 individual European markets, operations also include the Ford Motor Credit Company, Ford Customer Service Division and 14 manufacturing facilities (eight wholly owned and six unconsolidated joint venture facilities) with four centres based in Cologne, Germany; Valencia, Spain and at our joint venture in Craiova, Romania and Kocaeli, Türkiye. Ford employs approximately 34,000 people at its wholly owned facilities and consolidated joint ventures and approximately 57,000 people including unconsolidated businesses across Europe. More information about the company, its products and Ford Credit is available at [corporate.ford.com](https://corporate.ford.com).

**Ford Motor Norge** er en bilprodusent og mobilitetsselskap som importerer biler og deler for salg gjennom et forhandlernettnettverk på 82 salgs- og servicepunkter. Den

*første Ford-bilen kom til Norge allerede i 1906, trolig gjennom firmaet E.C. Gjestvang i Oslo. Lenge var det kun private forhandlere som importerte Ford til Norge via Danmark. Først i 1960 ble Ford Motor Norge etablert etter sterkt engasjement fra blant annet Trygve Lie, FNs første generalsekretær og norsk ambassadør i Washington.*

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